CHAPTER V
FINDINGS AND SUGGESTIONS
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CHAPTER V
FINDINGS AND SUGGESTIONS

The objectives of the present study are to understand the overall employee engagement level in the organization; to study the employee engagement in the organization in terms of dimensions and factors of employee engagement; to understand the perception of employees on factors of employee engagement and self strive of the employees to improve the engagement; to know the engagement of employees based on socio-demographic variables; to study the employee engagement based on organizational variables; to suggest suitable measures to improve the present level of employee engagement based on findings of the research and to evolve a tool for measuring employee engagement for the use of industries and for future researches. This chapter details the findings of the study, suggestions for the organization and for future researches.

V.I. Overall level of employee engagement (Table 01):
1. In the organization under study consisting of two plants of Dalmia Cement, only 54 per cent of employees are engaged and 46 per cent are not engaged. This organization, despite having good HR practices and having its presence in the field of cement manufacturing for the more than seven decades as well as had secured all India level rank in the best employer survey by external agencies, surprisingly registers a very low level of overall employee engagement score.

V.II. A. Employee engagement based on dimensions(Table 01,Diagram01):
2. **D1. Organization Culture:** This dimension includes data relating to three factors namely values and culture, reputation and vision. In this dimension, only 53 per cent of the respondents are engaged and remaining 47 per cent are not engaged.
3. **D2. Management Practices:** This dimension includes data on factors namely, senior leadership, decisions and immediate manager. It is found that only 55 per cent of the respondents are engaged in this dimension.
4. **D3. Policies and Practices:** In Policies and practices dimension which covers policies, practices and people services just 51 per cent of the respondents are engaged.

5. **D4. Work and resources:** The fourth dimension is work and resources covering factors like work, resources and information in which 58 per cent of the respondents are engaged.

6. **D5. People:** People dimension is the dimension which includes factors like peers, fair treatment and worth feeling where it registers 56 per cent of engagement.

7. **D6. Opportunities:** This dimension covers engagement factors namely learning, growth and talent management. It is found that just 52 per cent of the respondents are engaged.

8. **D7. Compensation Management:** Compensation management covers factors namely, performance management, compensation and rewards. Employees expressed that in this dimension just 49 per cent of respondents are engaged.

9. **D8. Quality of life:** The eighth dimension namely quality of life covers work life balance, welfare and work environment in which only 50 per cent of the respondents are engaged.

V.II.B. **Engagement based on factors (Table02, and Diagram 02):**

10. **F1 Values and culture:** In values and culture 62 per cent of the respondents are engaged. In the table of rank from one to 20, values and culture stands at fourth rank.

11. **F2. Reputation:** Only 52 per cent of the respondents are engaged in reputation factor and in the rank list this factor stands at 18th place out of 20.

12. **F3 Vision:** In vision, 61 per cent of the respondents are engaged and this factor stands at 5th place of the rank list.

13. **F4. Senior Leadership:** The analysis reveals that only 55 per cent of the respondents are engaged in senior leadership factor and this factor stands at 12th rank out of 20.

14. **F5. Decisions:** It is found that only 56 per cent of employees are engaged in decisions as a factor of engagement and this factor stands at 11th rank.

15. **F6. Immediate Manager:** In the case of immediate manager factor, only 52 per cent of the respondents are engaged and the rank is 18.
F7. Policies: In Policies, 68 per cent of respondents are engaged which is a strong factor for the organization and this score is the top score among all the factors of employee engagement.

F8. Practices: It is found that in practices as a factor of employee engagement, 58 per cent of the respondents are engaged. This factor is at the sixth rank out of 20.

F9. People Services: The next factor is people services and the engagement is at 54 per cent only. The rank for this factor is 14 out of 20.

F10. Work: Work itself is a factor of employee engagement and the analysis of data shows that only 55 per cent of the respondents are engaged on the work as a factor of employee engagement. This factor stands at 13th rank in the list of 20.

F11. Resources: In resources as a factor of employee engagement, 57 per cent of the employees are engaged. This factor is in seventh rank in the list of 20.

F12. Information: It is found that only 56 per cent of respondents are engaged on information as a factor of employee engagement. This factor stands at ninth rank in the list.

F13. Peers: The analysis revealed that, 66 per cent of the respondents are engaged in peers as a factor of engagement and is in the third top in the list of ranks of engagement factors.

F14. Fair Treatment: In fair treatment 57 per cent of the respondents are engaged which is at seventh rank in the list.

F15. Worth feeling: In the present study it is found that 67 per cent of the respondents are engaged on worth feeling and this factor is at a rank of second out of 20 ranks.

F16. Learning: The data analysis shows that 57 per cent of the respondents are engaged on learning which is in the 8th rank out of 20 ranks.

F17. Growth Opportunities: In the factor namely ‘growth’ surprisingly just 45 per cent of respondents engaged. This is a mind blowing finding which calls for serious action from the organization as 55 per cent of the respondents are not engaged on growth factor. This factor stands last in the list of 20 ranks.

F18. Talent Management: It is found that 55 per cent of the respondents are engaged in talent management factor and ranking is 13 out of 20.
28. **F19: Performance Management:** In this factor of employee engagement it is found that 54 per cent of respondents are only engaged and about 46 per cent are not engaged. This factor is at 15th rank in the list.

29. **F20. Compensation:** It is found that only 52 per cent of the respondents are engaged on compensation as a factor of employee engagement. There are about 48 per cent of the respondents not engaged in terms of compensation practices of the organization. This factor is in the sixteenth rank out of 20 ranks.

30. **F21. Rewards:** It is found that only 50 per cent of the employees are engaged in rewards as a factor of engagement and remaining about 50 per cent are not engaged. This factor stands at nineteenth rank out of 20.

31. **F22. Work life balance:** Work life balance is at seventeenth rank out of 20 ranks in the list and only 52 per cent of the employees are engaged.

32. **F23. Welfare:** The data analysis revealed that only 56 per cent of the employees are engaged in welfare as a factor of engagement. This factor is at tenth rank in the list of 20.

33. **F24. Work environment:** Work environment is at thirteenth rank out of 20 ranks and only 55 per cent of employees are engaged in this factor.

34. **Priority Chart and ranking of factors of engagement (Table 03):**

   From the analysis it is evident that among the 24 factors of employee engagement the following is the priority band:

   a. **Green band (Strength):** Engagement level is good and sound only in 2 factors namely, **policies and worth feeling** in the organization.

   b. **Yellow band (Needs an action):** Engagement level is ranging from 54 to 65 in 15 factors namely **peers, values and culture, vision, practices, resources, fair treatment, learning, welfare, decisions, senior leadership, work environment, information, talent management, work and people services** which calls for organization’s action to improve present level.

   c. **Amber band (Needs action on priority):** Five factors namely, **performance management, compensation, work life balance, reputation, and immediate manager**, calls for organization’s quick response and action.
d. **Red band (Needs urgent action):** In the case of two factors namely, *rewards and growth*, undoubtedly the organization has to burn midnight candle and work serious to improve the present low engagement.

The researcher having felt that a tabulated finding will be of useful for the organization, furnishes the following table.

**Rank order of factors and priority chart**

<table>
<thead>
<tr>
<th>Serial Number</th>
<th>Factors of engagement</th>
<th>Indication</th>
<th>Present engagement level (Percentage)</th>
<th>Present Rank</th>
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<tr>
<td>2</td>
<td>Worth feeling</td>
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<td>67.10</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>Peers</td>
<td></td>
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<td>Values and culture</td>
<td></td>
<td>61.70</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>Vision</td>
<td></td>
<td>61.40</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>Practices</td>
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<td>11</td>
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<td>15</td>
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<td></td>
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<td>Factors need priority focus</td>
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<td></td>
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<td>18</td>
</tr>
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<td>Rewards</td>
<td></td>
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</tr>
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<td>Growth</td>
<td></td>
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</table>
V.III. Perception and self strive on engagement (Table 04):

35. Respondents’ perception on engagement factors:
   
   It is found that only 47 per cent of the respondents perceive the importance of the engagement factors. This reveals that the organization has to work meticulously to improve engagement strategies and factors.

36. Respondents’ self strive to improve the engagement factors:
   
   In the case of self strive by the respondents it is found that only 52 per cent of the respondents are actively participating in engagement movement. There is an interesting finding that even though the perception of importance is felt by only 47 per cent or respondents, there are about 52 per cent are active in self strive to improve the engagement level. This higher percentage of self strive might be due to various interventions and HR systems of the organization.

37. Level of Perception of respondents on factors (Table 05 and Graph 01):
   
   When the mean scores pertaining to 24 factors of employee engagement is considered, it is found that most of the factors score more than four as mean value. In case of senior leadership and decision making factors, the mean score is dropping below four which needs action of organization. Apart from this there is a need for the organization, to focus to improve perception of employees on all the factors of engagement in order to raise the overall perception level at least to mean value of 4.5.

38. Level of Self strive of respondents on engagement (Table 06 and Graph 02):
   
   It is found that on self strive of employees in improving the employee engagement factors namely reputation, senior leadership, decision making, practices, people services, work, resources, information, peers, learning, growth, performance management, compensation, rewards, work life balance, welfare and work environment the mean score is below four. This means out of 24 factors taken for this study, in 17 factors the organization scored below four. This denotes, employees are not voluntarily striving to improve engagement with regard to these factors.
V.IV. Socio-demographic variables and engagement (Table 07, 08 and diagram 03 and 04):

39. Socio-demographic profile of the respondents:
   a. Majority of the respondents are male in the two factories of the current study.
   b. Majority of the respondents are in the age group between 26 to 45 years. There is a healthy sign that the organization has nearly 50 per cent of the population below 35 years of age.
   c. When it comes to marital status, among the respondents, 70 per cent are married and remaining are either unmarried or single.
   d. When considering the educational qualification, 30 per cent of respondents are professionally qualified with qualifications like engineering, business management. This is followed by respondents with graduation, post graduation and diploma holders in descending order.
   e. Majority of the respondents follow nuclear family system.
   f. Among the 236 respondents who are married, a majority (68 per cent) of the respondents are single earners.
   g. Among the respondents, 55 per cent are not staying with their family and moved to the plant location for the sake of employment.
   h. It is also found that 55 per cent of the respondents are from urban background and 45 per cent are from rural background.
   i. Colony housing is provided by the company for only for 52 per cent of the employees.
   j. It is also found that sizable employees are from other parts of India (other than Tamil Nadu state) are working in these plants (26 per cent) and 74 per cent of the respondents are sons of the soil or from within Tamil Nadu state.

40. Gender and engagement (Table 09):
   In this organization majority employees are male and male employees are more engaged than female employees in terms of overall employee engagement.
41. **Age group and engagement (Table 10):**

   With regard to age and engagement it is found that, among the age group of 55 years and above, 77 per cent of respondents are engaged when compared to 25 years age group where only 37 per cent of the respondents are engaged. This denotes that elderly employees are more engaged than young employees.

42. **Marital status and engagement (Table 11):**

   Married employees are more engaged followed by singles and unmarried.

43. **Employment status of spouse of respondent and engagement (Table 12):**

   As far as employment status of the spouse and engagement is concerned, respondents having employed spouse are more engaged with 64 per cent followed by employees having home maker spouse with 58 per cent and the least is employees whose spouse having own business which is at 25 per cent level.

44. **Qualification and engagement (Table 13):**

   Engagement level is higher comparatively among the professionally qualified employees like engineers, technologists, business management and cost or chartered accountants followed by diploma holders. Employees who are qualified upto graduation and post graduation in arts and science discipline are less engaged.

45. **Type of family and engagement (Table 14):**

   Employees in nuclear family system are better engaged than employees in joint family system.

46. **Nearness to family and engagement (Table 15):**

   Engagement is in same level among employees who stay with family and who stay away from family for the purpose of employment. Nearness to family does not impact engagement.

47. **Native state of respondents and engagement (Table 16):**

   Employees migrated from other states and employees hailing from Tamil Nadu are in the same level of engagement. Native state does not make difference in engagement of employees.
48. **Domicile of respondents and engagement (Table 17):**

Employees from urban background are better engaged than employees hailing from rural background.

49. **Residential arrangement and engagement (Table 18):**

It is found that employees staying in the colony house provided by the organization within factory campus are engaged better than employees staying outside plant in houses arranged on their own.

**V.VA. Organizational variables and Testing Hypothesis:**

50. **Organizational profile of respondents (Table 19, 20 Diagram 05, 06):**

a. It is found that among the respondents, 57 per cent are working in plant one (Dalmiapuram) and remaining are from plant two (Thamaraikulam).

b. As far as management level is concerned, 56 per cent of are in the junior management level who are all engineers and executives in nature. About 30 per cent of the respondents are in the middle management level like assistant managers and deputy managers who handle direct execution responsibilities. There are about 14 per cent of the respondents who are in the senior management level like General Managers.

c. It is found that about 40 per cent of the respondents report to two or more bosses (matrix reporting structure). They will be reporting to different bosses for administrative purpose and functional purpose.

d. It is also to be noted that more than 37 per cent of the respondents have four or more subordinates directly reporting to them.

e. In terms of experience, 62 per cent of the study population is having minimum experience of upto five years.

f. It is found that majority of respondents belong to job bands from AX to DX grade.

g. It is to be noted that 51 per cent of the respondents are remaining in the same grade for many years without promotion.

h. This census study spreads around 10 departments of the plant.
i. Among the respondents, more than 60 per cent get less than five lakhs as their annual salary.

j. It is found that 75 per cent of the respondents get annual performance pay to the tune of rupees fifty thousand.

k. As far as number of training is concerned about 49 per cent of the respondents have attended only one training in a year followed by 29 per cent of the respondents having undergone two training in a year.

l. As far as performance appraisal system is concerned, about 63 per cent of the respondents are rated as good performers or above.

m. The study reveals that only 33 percent of the employees are very much loyal to the organization and willing to continue in the organization’s service beyond three years. Whereas, 67 per cent of respondents expressed that they will continue in organization only for next three years.

51. **Plant location and engagement (Table 22):**

There is no significant difference between respondents of plant one and two with regard to their overall employee engagement. Plant location does not make any difference in the engagement level of employees as both plants are managed by same management.

52. **Reporting relationship and engagement (Table 23):**

There is significant difference among the respondents who have one boss and respondents having more bosses with regard to overall employee engagement. Employees having single boss are better engaged than employees having multiple bosses.

53. **Level of management and engagement (Table 24)**

There is significant difference among respondents of different management level with regard to overall employee engagement. Senior management employees are more engaged followed by middle management and the lowest engaged are the junior management employees.
54. **Proposed years of span of service and engagement (Table 25)**

Respondents of different span of proposed service do not differ significantly with regard to overall employee engagement. It is important to note that about 105 employees expressed their intention to leave this organization within another two years time which is a serious concern for the organization to call for systematic study and action plan to retain these employees.

55. **Number of subordinates and engagement (Table 26)**

There is significant difference among respondents having different number of subordinates with regard to overall employee engagement. It is found that engagement level is more among employees having higher number of subordinates compared to employees having less number of subordinates directly reporting to them.

56. **Performance management and engagement (Table 27)**

There is significant difference among different PMS ratings of the respondents with regard to overall employee engagement. It is found that respondents having PMS rating as “exceptional” are more engaged compared to other groups rated as outstanding, good or satisfactory. With regard to “Below average” rated employees, the engagement score is more as they might be self contented and on their present level of performance. This group needs close monitoring and coaching by the organization.

57. **Performance pay and employee engagement (Table 28)**

There is significant difference among respondents received different range of performance pay with regard to overall employee engagement. It is revealed that employees who got above one lakh performance pay are more engaged than employees received performance pay below rupees 50 thousand. This indicates that engagement is more when higher performance pay is given.

58. **Job category and engagement (Table 29)**

There is significant difference among employees of different grades with regard to overall employee engagement. JX grade (Higher grade) employees are more engaged followed by other grades. The lowest engaged team is CX grade followed by BX grade (Lower grades).
59. **Department and engagement (Table 30)**

There is no significant difference among different departments of the respondents with regard to overall employee engagement. This is an important input to the organization that they need not drive engagement initiatives based department as it has no relevance or it will not have impact on the engagement level of the employees.

60. **Span of service and engagement (Table31):**

There is no significant association between span of service of the respondents in the present organization and overall employee engagement. This denotes that irrespective of the span of service in the present organization whether junior in terms of service span or senior, they show same pattern of employee engagement. It is found that span of service do not have impact on employee engagement.

61. **Years of stay in same grade and engagement (Table 32):**

There is no significant association between respondents’ number of years of stay in the same grade (without promotion) and overall employee engagement. This means promotions do not influence employee engagement.

62. **Annual salary and engagement: (Table 33):**

There is significant association between annual income of the respondents and overall employee engagement. It is found that more number of employees are engaged in the middle income group namely 5 to 15 lakhs and in case of income group of below 5 lakh and 15 to 20 lakhs annual income there is a dip in the engagement level.

63. **Number of training programs and engagement (Table 34):**

There is no significant correlation between overall employee engagement and number of training programs attended by the respondents.

V.V.B. **Findings on hypothesis:**

64. **Hypothesis 1: (Inter-correlation-Table 21):**

All the 24 factors of employee engagement are significantly correlated with each other factors as well as with overall employee engagement. This outcome authenticates the conceptual frame work used for the research.
65. **Hypothesis 2: (Plant location and engagement-Table 22):**

There is significant difference between respondents of plant one and two with regard to six factors of employee engagement namely, reputation, senior leadership, decisions, practices, performance management and compensation.

In case of 18 factors namely values and culture, vision, immediate manager, policies, people services, work, resources, information, peers, fair treatment, worth feeling, learning, growth, talent management, rewards, work life balance, welfare, and work environment there is no significant difference between respondents of plant one and two.

There is no significant difference between respondents of plant one and two with regard to their overall employee engagement. Plant location does not make any difference in the engagement level of employees may due to the reason that both plants are managed by same management.

66. **Hypothesis 3: (Reporting relationship and engagement-Table 23):**

There is significant difference between number of bosses of the respondents with regard to ten factors of employee engagement namely reputation, vision, senior leadership, policies, practices, resources, fair treatment, worth feeling, people services and learning.

There is no significant difference between number of bosses of the respondents with regard to 14 factors namely values and culture, decisions, immediate manager, work, information, peers, growth, talent management, performance management, compensations, rewards, work life balance, welfare and work environment.

There is significant difference among the respondents who have one boss and respondents having more bosses with regard to overall employee engagement. Employees having single boss are better engaged than employees having multiple bosses.
67. **Hypothesis 4: (Management level and engagement-Table-24):**

There is significant difference among the respondents of different management level with regard to 12 factors of engagement namely, values and culture, reputation, vision, decisions, immediate manager, work, growth, talent management, performance management, rewards, work life balance and work environment.

The application of statistical test shows that there is no significant difference between different management levels with regard to the remaining 12 engagement factors namely, senior leadership, policies, practices, people services, resources, information, peers, fair-treatment, worth feeling, learning, compensation and welfare.

There is significant difference among respondents of different management level with regard to overall employee engagement. Senior management employees are more engaged followed by middle management and the lowest are the junior management employees.

68. **Hypothesis 5: (Proposed years of service and engagement-Table 25):**

There is significant difference among the respondents of different proposed years of service with regard to 13 factors namely, policies, practices, people services, resources, information, fair treatment, worth feeling, learning, talent management, performance management, compensation, work life balance and welfare.

With regard to 11 factors namely values and culture, reputation, vision, senior leadership, decisions, immediate manager, work, peers, growth, rewards and work environment as well as overall engagement respondents of different span of proposed service do not differ.

Respondents of different span of proposed service do not differ with regard to overall employee engagement.

69. **Hypothesis 6: (Number of subordinates and engagement-Table 26):**

There is significant difference among respondents having different number of subordinates with regard to 16 employee engagement factors namely, values and
culture, reputation, vision, senior leadership, decisions, immediate manager, work, resources, information, worth feeling, growth, talent management, performance management, rewards, work life balance, work environment as well as overall engagement.

There is no significant difference among respondents who have different number of subordinates with regard to eight engagement factors like policies, practices, people services, peers, fair treatment, learning, compensation and welfare.

There is significant difference among respondents having different number of subordinates with regard to overall employee engagement.

**70. Hypothesis 7: (PMS ratings and engagement-Table 27):**

There is significant difference among respondents of different performance management rating given to an employee with regard to 19 factors like values and culture, reputation, vision, decisions, immediate manager, practices, work, resources, information, peers, worth feeling, learning, growth, talent management, performance management, rewards, work life balance, welfare and work environment.

There is no significant difference among respondents of different performance management ratings and employee engagement with regard to five factors namely, senior leadership, policies, people services, fair treatment and compensation.

There is significant difference among different PMS ratings of the respondents with regard to overall employee engagement.

**71. Hypothesis 8: (Performance pay and engagement -Table 28):**

There is significant difference among the respondents depending on the performance pay received by at various levels and their engagement level with regard to 18 employee engagement factors like values and culture, reputation, decisions, immediate manager, policies, practices, people services, work, peers, fair treatment, worth feeling, talent management, performance management, compensation, rewards, work life balance, welfare and work environment.
There is no significant difference among respondents received different level of performance pay with regard to six factors of employee engagement namely vision, senior leadership, resources, information, learning and growth as obviously these factors are not driven by the performance pay.

There is significant difference among the respondents depending on their performance pay received and the overall employee engagement.

72. Hypothesis 9 (Job grades and engagement - Table 29):

There is significant difference among employees of different grades with regard to nine factors of employee engagement, namely, values and culture, reputation, decisions, growth, talent management, performance management, rewards, work life balance and work environment.

Whereas with regard to 15 factors of employee engagement namely, vision, senior leadership, immediate manager, policies, practices, people services, work, resources, information, peers, fair treatment, worth feeling, learning, compensation and welfare there is no significant difference among respondents of different grades.

With regard to overall employee engagement there is significant difference among the respondents of different grades.

73. Hypothesis 10: (Departments of respondents and engagement-Table 30):

There is no significant difference among respondents of different departments and the all 24 engagement factors. This is an important input to the senior team of organization that they need not drive engagement initiatives based on any strategy depending on the department as it has no relevance or it will not have any great impact on the engagement level of the employees.

74. Hypothesis 11: (Span of service and engagement - Table 31):

There is significant association between span of service and two factors of employee engagement namely worth feeling and learning. It can be inferred that the
job skill they acquire due to their span of service and the respect they gain out of their seniority in the same organization are engaging them in a good manner.

With respect to 22 factors namely values and culture, reputation, vision, senior leadership, decisions, immediate manager, policies, practices, people services, work, resources, information, peers, fair treatment, growth, talent management, performance management, compensation, rewards, work life balance, welfare and work environment as well as overall employee engagement there is no significant association with regard to span of service.

75. **Hypothesis 12: (Years of stay in same grade and engagement-Table 32)**

Number of stay in the same grade is significantly associated with fair treatment and learning factors of engagement. However in case of 22 factors of employee engagement namely values and culture, reputation, vision, senior leadership, decisions, immediate manager, policies, practices, people services, work, resources, information, peers, worth feeling, growth, talent management, performance management, compensation, rewards, work life balance, welfare and work environment as well as overall employee engagement, there is no significant association between the number of years of stay of the respondents in the same grade.

76. **Hypothesis 13: (Annual income and engagement-Table 33):**

With regard to of 5 factors of employee engagement namely reputation, growth, performance management, work life balance and work environment there is significant association between the annual income of the respondents and the said five factors.

It is found that there is no significant association between annual income of the respondents with regard to 19 factors of employee engagement namely, values and culture, visions, senior leadership, decisions, immediate manager, policies, practices, people service, work, resources, information, peers, fair treatment, worth feeling, learning, talent management, compensation, rewards and welfare.
When it comes to overall employee engagement there is significant association between the annual income and engagement.

77. Hypothesis 14: (Number of training attended by respondents and engagement-Table 34):

There is a positive correlation between three engagement factors namely senior leadership, worth feeling and learning and number of training attended by the respondents. With regard to 21 factors of employee engagement namely, values and culture, reputation, vision, decisions, immediate manager, policies, practices, people service, work, resources, information, peers, fair treatment, growth, talent management, performance management, compensation, rewards, work life balance, welfare and work environment as well as overall employee engagement there is no significant relationship between number of training programs attended by the respondents.

78. Hypothesis 15: (Management level and perception on factors of engagement-Table 35):

There is no significant difference among different management levels of the respondents with regard to their perception on employee engagement.

79. Hypothesis 16: (Management level and self strive-Table36):

There is significant difference among different management level of respondents with regard to their self strive on employee engagement.

80. Hypothesis 17:(Performance pay and perception-Table37):

There is significant difference among the respondents received various range of performance pay and their perception on employee engagement and its factors.

81. Hypothesis 18:(Performance pay and self strive -Table38):

There is significant difference among respondents who received different range of performance pay with regard to their self strive on employee engagement factors.

V.VI. Implications of the study:

The present study on employee engagement has various implications as detailed here in this paragraph.
1. The model and tool designed and developed by the researcher is useful for the **Industrial community** especially for the manufacturing sector where in the tool can be used for measuring the level of employee engagement and can take corrective actions then and there.

2. The tool is simple to use and results can be obtained in consolidated form using any statistical package. The present **organization under study** is highly benefited out of this study as it has brought out more than seventy different findings for the first time to the notice of the management and there is lot of scope for improving the level of employee engagement.

3. For the organization understudy, the research work had given very fine findings and some of the findings are mind blowing. The organization’s management will get full benefit of this work as it is done in a detailed manner covering all the aspects of employee engagement. Findings address the level of engagement in each factor of employee engagement and where the organization to take appropriate corrective action on priority basis.

4. The research work gives suitable suggestions which the **organization under study** can use meticulously and improve the level of employee engagement on those factors in which the organization had scored very low.

5. The model proposed by the researcher called ‘SMILE’ is a new addition in the **field of research** and the tool is a comprehensive work adding value to the future research efforts in the field of employee engagement.

6. The researcher had given good collection of review of literature consisting of various studies in the field of employee engagement which is a useful collection for the **future researchers**.

7. The study is done in Cement plants and the aspects unique to cement plants on employee engagement is addressed in the present research work including the findings and suggestions which will be a useful input for the **cement plants**.

8. The **Cement Manufactures Association** (CMA), India which is an organization of cement plants located anywhere in India can use this study as a model for employee engagement for the cement plant employees employed across India and can bench mark the engagement level and each dimension like
compensation, benefits, career growth opportunities, and quality of leaders and managers and such other aspects.

9. The research work is providing inputs on complete aspects of employee engagement which is useful for the academic field and to go for minute research work in depth on each dimensions and factors which will be useful for the academicians and consulting professionals.

10. This research work is a piece of collective information and data on employee engagement for the use of HR professionals who can formulate policies and practices on people side which can boost the engagement level and aim for higher productivity in the industrial houses.

11. This study provides plenty of details on employee engagement and theoretical frame work as well as research reviews/models which can be used by HR professionals and Industrial social workers.

12. The decision makers or leaders in the organization get inputs for their policy making efforts which will have a long term impact on employees. The organization needs to go for a policy framing to involve everyone in the decision making process that ultimately affects the engagement.

V.VII. Interventions and suggestions:

Based on the findings of the research, the researcher suggests the following strategies, interventions and steps to enhance the present level of employee engagement in the organization. This will be a useful input for the management of the organization understudy for implementing and improving the level of employee engagement.

1. The WIFI model: The organization has to focus mainly to arrive at a broad engagement strategy plan for which WIFI model proposed by Sarah Cook may of much use. This model is about well-being, information, fairness and involvement. The organization can self design all aspects that will improve the well being of employees through a joint forum involving all levels of employees and arrive decisions for implementation. This may include welfare schemes desired by employees long term benefit schemes like stock options, employment for employees’ children and so on which will bind the person with
the organization and its growth. Same way how to ensure information flow across organization and how to ensure fairness in all walks of life of the employees in practice to be decided by the organization and implemented. The other success factor will be implementing employee involvement programmes in all aspects whether it is a decision making or planning forum, it is suggested to involve all layers of employees so that they feel that they are consulted and involved in the key activities and aspects of the organization.

2. **Individual Development Plans (IDPs):** The engagement level is very low in two factors namely rewards and growth which are in Red band which is a danger zone. The organization’s management has to take a serious intervention on these two factors. The possible suggestion is to develop IDPs-Individual Development Plan for each employee and share it with all employees through the immediate managers. The IDP will basically contain the various strengths of an employee and scope for improvement and the training and development plan for the individual for the next three to five years. It is suggested to modify the career planning and career succession planning as to be the integral part when promotion becomes due for the employee. In case of fast track employees or the employees who deserve higher jump in the cader, the succession planning of the organization need to be widely known and the policy is properly addressed and implemented.

3. **Relook at the roles and responsibility:** The organization need to relook at the roles and responsibility of all the key employees and wherever needed they have to have one to one discussion in understanding the expectations of employees to make the jobs more challenging and inspiring so that the job or work becomes more and more meaningful to the employees.

4. **Internal talents and hiring within:** The other way to ensure growth in the organization under study is to ensure that whenever a new opening comes first there should be a policy to look for internal candidates who are qualified for the position and give them opportunity to get them elevated. This is called hiring from within. This will create lot of space for the employees to grow in the organization. For example a Commercial Manager position can be filled up from existing Deputy Managers and so on.
5. **Development Center Intervention:** To address the growth aspect and also to manage the talents well the organization under study needs to go for development center intervention for the executives to assess their competency level, provide them development inputs and prepare them through training, coaching and mentoring to help them to take up the next higher level assignments. Development center is an intervention which provides the individual get open up their hidden talents and skill, fill behavioral gaps if any and help them to understand their role better and get molded for new job requirements.

6. **Reward Programs:** The organization under study need to work in institutionalizing various rewards and recognition schemes for employees. The best methods are Snap Managers award in which whenever the employees do good work immediately the boss has to recognize the good work with a small award. There should be award schemes from Managing Director or the Top most Executive of the company for extra ordinary performances. There can be appreciation letters from the Management to the employees and letter of appreciation to family members. Dinner with family of employee also works well and helps to improve intervention with senior level executives of the organization and also acts as a good reward.

7. **Applied Leadership Program:** The aspect of immediate manager and senior leadership needs to be molded. There is a need to put the identified immediate managers and selected senior leadership scheme on “Applied Leadership Program” which is a specialized model in making managers people sensitive and also people issues sensitive. This will bring in empathetic approach in the minds of managers and will be useful for the organization understudy in addressing the gaps as notified in the present study.

8. **Coaching for Managers:** The organization should go for a coaching for all identified managers and make them people focused. This will enhance their capability in handling teams as well as give comfort to the people working under them. There are expert trainers in the field who can design and conduct coaching sessions with identified managers which the organization can utilize.
9. **On-line Performance Management System and workshops (OPMS):** The organization under study must review the whole Performance Management which is followed at present and as it is evident from the findings there is lots of scope for improving the present system. The present system is done manually and hence the engagement level on this aspect is very low. The suggestion is to go for on-line, transparent system which will give clear feedback on what the appraiser is expecting and writing about his subordinates in the performance appraisal and what is the recommendation for various rewards, promotions and such transparency is need of the hour for the organization under study. There are modules available on this and the on-line PMS will be a helpful system coupled with explanatory workshops for all the appraisers and appraise will be benefited.

10. **Demonstrating fairness:** The organization has to establish written code of ethics when it comes to fairness and it should fix responsibility on each individual that starting from recruitment, selection, training, promotion, discipline, welfare, benefits, grievance handling and such matters fairness is established and no unwanted favours are given to anyone. This will promote good mind set among employees and once fairness is established then it will give confidence to employees and they become engaged more.

11. **Employee Champions for engagement:** It is a good point to appoint five or six employee champions who will act as change agents and address all those issues pertaining to employee engagement aspects. These trained champions will act as catalysts who will work with employees, management, external agencies in strengthening the engagement factors in the organization and work closely with action groups which the organization may form to work on each factor of engagement. These change agents can create a good engaged environment by constantly focusing, educating, coaching and suggesting changes in the existing system. This can focus on creating trust and mutual respect for people in the organization which will take the organization long way to prosper.

12. **Employer brand image through Corporate Social Responsibility (CSR):** The organization must focus on image building not only in the minds of stakeholders, public but also in the minds of employees through CSR programs. This
will be helpful for the organization to involve their employees in CSR activities and serve the nearby communities. The reputation of the organization can go up by maintaining good CSR culture. There are numerous ways the organization can work on improving the employer brand and image in the society. This will help the organizations to go close to the customers, employees and general public. This can be done through constant support to social activities, supports to educational institutions, charitable organizations, Non-Government organizations and other possible ways apart from media coverage through corporate communication channel so that the employer becomes more visible in the minds of employees as well as among public.

13. **Events Management Committee (EMC):** It is suggested to the organization to form an EMC which will focus on engaging employees and their families through get-togethers, outing, tours, festivals, birthday and wedding day celebrations. The members of EMC should form a cross functional team ie., should cover all departments and all levels of management so that it will be active and will bring in lot of healthy family interactions among team members and will facilitate work life balance.

14. **Compensation benchmark:** The organization has to do a concrete compensation benchmark using expert agency’s support comparing similar capacity cement plant segments to understand how the employees are placed in terms of salary and benefits. Based on the outcome the organization has to do corrections in the existing pay structures and benefits in a phased manner.

15. **Creating employment opportunity for spouse:** We note that engagement is more when both husband and wife are employed and it may be a good idea to hire the spouse if they are otherwise qualified and eligible by framing a proper hiring policy. This will create more emotional bond with the company. There are many organizations successful on this aspect and the resource tapping potential is very high and attrition can also be reduced.

16. **Leave policy:** There is a need for the organization to review the existing leave policy. It is a better idea to call for suggestions from employees in making the policy more employee friendly and also make the system easy for getting leave.
sanctioned. A need is there to understand how the leave is administered and how it is helpful for the employees in making work-life balance.

17. **Strong Communication forums:** The findings say that information sharing and need for communication are important in the organization under study. The organization should work on improving this important channel effective through the means like department meetings, informal meetings like having cup of tea together in which people join together and have fun and communicate informally. There must be formal communication form with senior management like employee communication forum (ECF) and open house communication, in house journals and mail media communication which will spread what is happening in the company and where it goes in terms of defined milestones and also seeks and share the voices of the employees. The simple philosophy is that, communicate, communicate and again communicate all the values, visions, targets, benchmark figures and so on to the employees frequently so that it reaches them and binds them.

18. **Resource planning:** The organization has to establish a system of collecting the required resource like manpower, machinery, furniture, tools and equipments in a format like resource request form at least once in year and consolidate the same, discuss with the departments. Based on priority management should allocate funds for the resources. This will help the employees to channelize their requirements.

19. **Ombudsman:** It is a better approach to appoint a values ombudsman in the organization at plant level within the existing executives who can ensure that the values and culture are followed by all in the same manner expected and what the remedies when someone is violating the values and culture and that creates trouble to the subordinates. There should be clear communication and documented evidence on this which the organization under study has to work on. The ombudsman should be active in establishing fair treatment to all in the organization.

20. **Welfare schemes suggestion forum:** There is a need to involve the employees, while framing the welfare schemes, indentifying welfare gaps, implementing and monitoring all welfare schemes so that they will give inputs closer to their
expectation. The organization should go for reviewing the exiting welfare schemes to check the adequacy of it in the current scenario and collectively review the welfare measures at periodic intervals say once in two years.

21. **Safety-Health-Environment Council/ Cross Functional Teams for work environment:** The findings reveal that there is need for attention on the work environment by the organization. It is suggested that a SHE council may be formed with cross functional team members wherein the two plants can be divided into few zones of five or six employees with one captain for each zone. The zone can have members from all function and will work on identifying work related environment hazards and then report to SHE council which will act as a decision making body to implement the corrective actions and allocate resources wherever required. There may be competitions between zones and awards can be given with due evaluation in improving the work environment. It is also suggested to go for SHE Audit and OSHAS certification process which will enable the employees to participate and contribute for upgrading their own work which will create ownership and pride in their minds.

22. **Sharing sessions by senior employees with juniors/Mentoring and Coaching:** There is a need for the organization to focus on the transfer of work culture and emotional connect from senior level employees to junior level employees. It can be done by a formal sharing session by well trained set of senior executives to juniors and new joinees. Seniors could be mentors to the juniors who will have regular interactions and extended care both officially and personally. This will address the issue of lower engagement among juniors.

23. **Process of defining values and vision:** The organization has to involve employees in the process of defining values and visions for the organization. This will give more and more light and opportunity for them to go closer to the values and culture of the organization. This will include institutionalizing the values in the organization like integrating the core values in recruitment, promotion and other aspects.

24. **Work load study and Health assessment and stress level:** There is a felt need based on the findings of the study that the organization has to go for a work allocation with the help of Industrial Engineering so that the work can be
distributed equally among the human resources. Same time there is a need to assess the health and stress level study to understand the general well being of the employees. Wherever needed there is a need for the organization to provide either medical or non-medical support to the individuals.

25. **Flexi working:** The organization at present works 24X7 and all 365 days in a year and follows six days work pattern. Even though this is a manufacturing setup nothing prevents the organization in going for flexi work system by proper arrangement so that work life balance will get enhanced. For example except process department where they operate the plant round the clock other departments can be given flexi working system which will enhance the engagement level. For the production department there is a need to increase the number of relievers so that they can get leave and rest without affecting the manufacturing.

26. **Strong Feedback mechanism:** It will be appropriate to form a feedback mechanism either automated or manual on every employee aspects including people services, welfare schemes, claims, appraisals, business plans and whatever be the question in the minds of employees the feedback mechanism will provide time bound feedback which will act as a great facilitator for the organization in enhancing the engagement level.

27. **HR intervention:** HR the key function in the organization should study and mix people in each department in terms of age, qualification, marital status, grade and other such variables so that the team will have a mix of all kinds of people in the team of departments and intervene through regular employee engagement surveys to understand which department and section has got low level in engagement and accordingly address them. HR should understand the age wise issues of employees especially for those who are in the age group of above 45 years and to work on their needs and create linkage with the welfare policies like medical help, loan schemes and emergency support and so on. They should also validate and take up to the management with adequate justification on the need to construct residential colony on priority basis in the plant for the sake of people coming from various parts of India which will really bind the employees with the organization. HR need to review all policies
including the Promotion policy periodically and understand people’s feeling on each policy and go for improved versions. Especially on promotion policy the role of HR is vital as the present policy on promotion needs to be relooked and refined. The promotion procedure must be made transparent and there should be panel evaluation before giving promotion or denying promotion to someone. The organization should also create avenues for the employee through development initiatives in making them to qualify for the promotions.

28. Action Groups on implanting engagement plans: It will be better to the organization to form Engagement Action Group (EAG) which will conduct engagement survey once in a year, arrive at the factors and dimensions on which the organization is not doing well and then to form action points for implementing the same in the organization involving people and to work with time bound actions. The top management should be part of the action groups so that it will get more meaning and focus in making the engagement journey very successful. The action group should focus on the priority chart on various factors and work on the red factors first followed by other classifications. Inclusion of HR professional, Psychologist and Industrial Social Worker in the action group will be a good value addition.

V.VIII. Suggestions for future studies:

There are suggestions for the future studies which the future researchers can make a note and work on these aspects:

1. The study can be extended to other manufacturing sectors to help them attain better engagement levels and consistently increasing productivity.

2. The engagement study can be linked to retention aspect and profitability of the organization which will give more useful inputs to the industry

3. The future studies can focus on the workmen including contract workmen with a suitable tool in assessing their engagement level so that industries have a better understanding on the engagement level of workmen also.

4. The future studies can focus to find out the impact created by increments, bonus, performance pay and promotions on factors and drivers of employee engagement as a before and after study.
5. Studies can focus on any single organization and measuring can be done every year to understand the dynamics of engagement over a period and various engagement enhancing interventions.

6. More in depth engagement studies can be done on each factor of engagement say on each 24 factors separately to get in depth inputs.

7. Studies can be done (intra and inter sector) to understand the engagement level in different sectors and can be extended to educational institutions, hospitals, government employees, public sectors and so on.

8. The researcher is in planning to go for a computer aided SMILE package based on the tool he had developed for the present study and aiming to provide on-line engagement solutions for the use of Industrial Community and for the HR field.

9. The engagement study can be linked to other HR systems of the organizations and understand how the HR systems impacts engagement.

V.IX. Summary and conclusion:

Employee engagement is the means and strategy by which organizations seeks to build a partnership between the organizations and its employees. An engaged employee fully understands the organization’s objectives and consistently demonstrates his spontaneous commitment towards achieving the goals of the organization. The present study attempts to capture the prevailing engagement patterns of employees in the two cement manufacturing plants of Dalmia Cement located in Dalmiapuram and Thamaraikulam in the state of Tamil Nadu, India. This study conducted during the period 2009 to 2012 using census method covering 334 respondents employed in these locations. The research design used is descriptive. A questionnaire of Likert type five point scale named as “Scale for Measuring Industrial Employees’ Level of Engagement (SMILE)” is used for data collection. The tool is tested for reliability and validity.

This study covers 24 factors of employee engagement. The researcher had collected literature on employee engagement from the year 1990 to 2012 and this rich collection of review of literature is forming part of the research report. While this research aims to understand the overall engagement level in the organization under study, this also analyses engagement in terms of dimensions, factors, socio-
demographic variables and organizational variables. This study includes 18 hypotheses duly statistically tested. The outcome of study reveals only 54 per cent of the employees are engaged and remaining 46 per cent are not engaged in the organization under study. The study also reveals that the present engagement level is very low when compared to all India engagement level statistically arrived by recent studies. Also engagement of employees on factors namely rewards, growth, performance management, compensation, work life balance, reputation, and immediate manager is found to be very low. The study also reveals that only 47 per cent of respondents perceive the importance of various employee engagement and only 52 per cent of respondents are actively participating to improve the engagement level. The study provides practical suggestions for the use of organization and for the future researches. This research work done is a fast emerging field in management namely ‘employee engagement’ which is a potential factor which is going to determine the sustainability of any business that operates in an inevitable scenario of uncontrollably depleting resources with ever growing volumes of production and standards of customer satisfaction. This work has identified new scopes for further research which academicians and professionals may refer for their studies.